

Orig. to AD/P, 2/9/55

"Harry, I think you've made a big mistake not to fight for retention of the OCS program even on a reduced scale. Please keep me informed on this. --MB"

Director of Training

8 February 1955

C/Junior Officer Training Program

Army-CIA ROTC Program

Document No. 001

NO CHANGE in Class. ☐

☒ DECLASSIFIED

Class. CHANGED TO: TS S C

DPA Memo, 4 Apr 77

Auth: DPA REG. 27/1705

Date: 01/03/78 By:

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1. The AD/P has indicated his intention of approaching authorities in the Army to clarify the recent agreement dealing with the recruitment of ROTC officers for the JOT Program.

2. It is desirable to have firm understanding on this matter in order that the university consultant-contacts, recruiters, and others who deal with candidates may present the Program accurately.

3. The present understanding with the Army, as interpreted by is that the OCS Program will be discontinued on 1 June 1955, the date on which the ROTC Program will begin.

4. To maintain the OCS Program would be an advantage to CIA because it would permit recruitment of draft-eligibles in non-ROTC colleges or among those who have not joined the ROTC program when it was available. It is pointed out that some of the most able and enthusiastic JOT's presently on board have come to us through the OCS Program.

5. Although the Air Force OCS Program will be available for candidates, the Army OCS Program is considered to be much more effective for our purposes in that it:

- a. begins about three times more frequently
- b. provides command experience rather than staff work
- c. brings the officer to CIA for duty for 18 months instead of 12 months
- d. gives more effective training in leadership

6. It is hoped that some arrangement can be effected whereby the OCS Program will be continued. It is suggested that of the seventy-five positions allotted to the ROTC Program, a certain number be designated for the OCS Program.

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Document No. 002
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NO CHANGE in Class. ☐
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Class. CHANGED TO: TS S C

Draft

19 September 1955

DDA Memo, 4 Apr 77

Auth: DDA REG. 77/1763

Date: 02/03/98 By:

1. The Director of Training has come up with a practical and valid, if unique, proposal to continue and, indeed, expand the JOT Program without exceeding the total authorized strength of the Agency.

2. While in theory the number of slots committed through implementation of this idea may be greater than the authorized strength of the Agency (because slots are assigned to those "in process"), he points out the fact that in the Agency as a whole the number of on-board personnel has been and probably always will be less than the authorized ceiling.

3. Because the proposal of DTR does not conform to normal bureaucratic practices, it is necessary for the DDS to take appropriate action to put the procedure recommended by DTR into effect.

4. DTR points out that

- a. The JOT Program has been enthusiastically received by the customer offices whose heads as well as supervisors advocate its continuance and expansion. The demand for JOT's has exceeded the supply.
- b. As a program emphasizing quality of personnel to be trained before assigning them to duty, it is in the best interest of the Agency to perpetuate and expand it, indeed, to the point where the Agency demand that all professionals go through it.
- c. JOTP serves all elements of the Agency.
- d. There is no requirement in CIA that junior officers be trained before being put on substantive work and that this lack is 180 degrees away from accepted practice throughout the civilized world.

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- e. It is the practice of JOTP to transfer individual JOT's after they have been trained to permanent positions in substantive offices. Thus it is a small revolving ~~revolving~~ reservoir of individuals in training for substantive work some of whom can be used immediately to fill vacancies caused by attrition or crash requirements.
- f. The flexibility of the JOT Program makes possible adjustments in T/O strength which can be used to maintain the integrity of the over-all Agency ceiling. The Program can adjust to the ebb and flow of number of persons on board by transfer of its trained people to appropriate professional positions in the substantive offices.
- g. Because of attrition of those on board, of the length of time to recruit against requirements and to EOD personnel, of security and medical requirements, and of changes of plans not only of the individual but also the Agency itself, the Agency can never reach its authorized over-all strength.
- h. There is always a prolonged time lag, normally of six to twelve months, between setting up a requirement and filling it.
- i. Of those recruits in process only about fifty percent actually EOD.
- j. By using past experience as a guide, reasonably accurate estimates of the attrition of professional personnel can be projected for the future, thus providing an indication of number of persons who can be recruited without exceeding the over-all ceiling.

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5. DTR recommends in effect that

- a. The number of slots to be made available to JOTP be regulated against the over-all Agency need for professional personnel.
- b. The number of slots to be made available for JOT's be determined by D/Pers according to one of two criteria, whichever is less, viz., fifty percent of either (1) the projected number of on-the-job vacancies in professional positions throughout the Agency or (2) the existing number of actions in process for professionals irrespective of the originating office.

6. Conclusion: The problem is not the justification of the JOT Program as such (which is generally accepted as highly desirable) but to find ways and means to bring on board a larger number of candidates to be trained for professional positions before being assigned to duty. The proposal of DTR, if implemented, will not infringe upon the over-all ceiling of the Agency as imposed. This is a workable proposal. All that is lacking is a design to put it into effect and the authority to do so.

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19 September 1955

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The JOT Program is a pilot operation. It can be considered as being unofficially in the same relation to CIA as Annapolis is officially to the Navy, Colorado Springs to the Air Force, or West Point to the Army. In any event the JOT Program is the closest approach in CIA to the generally accepted practice of requiring that a junior officer be professionally trained before he is assigned to active duty.

In concept and in procedure the Program departs somewhat from normal Agency practice. It is atypical in that the JOT

(a) is recruited against a slot for which there is no specific job description,

(b) is selected (as at Annapolis, Colorado Springs, West Point, etc.) after thorough testing, pre-employment medical and psychiatric examination, and several personal interviews,

(c) is basically trained before being assigned to duties of responsibility, including in some cases language and area training since only in the JOT Program is training for such long range projects encouraged or perhaps possible,

(d) is placed in a substantive job on the basis of

i) aptitudes and interest after assessment and various other evaluation indices,

ii) proven capabilities demonstrated by experience with him after EOD.

Furthermore the JO Trainee is not intended to remain on the T/O of the Office of Training after he has been trained. He is hired to be trained; not to produce, until of course he has been trained.

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In aggregate the JOT's constitute a small revolving reservoir of employees of high potential (who are in various stages of training) upon which the substantive offices can call for immediate replacement in cases of appropriate vacancies caused by attrition or crash requirements.

As the various Career Service Boards have developed their functions, the principle of filling professional vacancies from among the best qualified experienced Agency employees, rather than by lateral entry from outside, has been given increasing importance. As application of this principle continues to grow the importance of the JOT Program will increase. The basically trained JOT, ready to step into the newly created vacancy, would help to solve the problems of recruitment or replacement caused by promotion from within.

The success of this pilot operation has been acknowledged by leaders in the Agency and suggests that the Agency would profit from expanding its numbers and indeed from recognizing it officially as the training ground for more or even all incoming professional employees. (A plan for such development is already in preparation.) But as yet there is no Agency requirement that junior professionals be trained before being assigned to substantive duty. Nevertheless it will be shown that the Program can be continued and indeed expanded without exceeding the established overall ceiling of the Agency or of the individual components.

Under present administrative procedures the Agency as a whole can never be up to its authorized strength because;

(a) it normally takes from 6 to 12 months to identify, recruit, select, clear, and bring on board a fitting candidate to fill a stated requirement,

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(b) as vacancies are filled by recruitment, attrition (not necessarily in the same component) will create others,

(c) a goodly proportion of those who are put in process fail to come on the job because of

- i) failure to satisfy security requirements,
- ii) failure to satisfy medical or psychiatric requirements,
- iii) change in their own plans,
- iv) change in the Agency plans.

The fact that slots may be encumbered by actions which have been put in process does not alter the fact that on-the-job vacancies exist and will continue to exist.

By using past attrition figures it is possible to establish on a semi-annual, quarterly, or even monthly basis a reasonably accurate estimate of the number of professional vacancies which will exist in the next period. If the JOT Program is allowed to recruit against 50 percent of this figure there is little if any chance that the authorized ceiling would be reached in any period.

The Office of Personnel reports that Agency-wide approximately 50 percent of the people on whom actions have been submitted fail to EOD and that this figure is increased to 65 to 70 percent for certain substantive offices.

The administration of the JOT Program is flexible. Because the services of JOT's are in demand it is possible to reduce its numbers by transfer to consumer offices promptly. Furthermore, because of the variety of the JOT's and their versatility the Program can serve all components of the Agency.

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Bearing in mind the above considerations OTR suggests a solution to the problem of what it considers to be the necessity to keep bringing to the Agency junior personnel of high qualifications without at the same time exceeding the over all ceiling that has been established and with which OTR is in entire agreement. Although this scheme involves something of an innovation in bureaucratic administration, it is nevertheless practical and violates no fundamental concept of regulating the over all ceiling of the Agency.

Rather than attempt to implement General Cabell's suggestion to levy slots for JOT's upon consumer offices, OTR proposes a long range approach involving the same concept but employing a different administrative technique. If this procedure can be adopted in principle now, mechanical details will be staffed out as soon as possible and submitted for approval.

OTR recommends that

- a. The number of slots to be made available to JOTP be regulated against the over-all Agency need for professional personnel.
- b. The number of slots to be made available for JOT's be determined by D/Pers according to one of two criteria, whichever is less, viz., fifty percent of either (1) the projected number of on-the-job vacancies in professional positions throughout the Agency or (2) the existing number of actions in process for professionals irrespective of the originating office.

TRANSMITTAL SLIP		DATE
		9/19/55
TO: <i>DTR</i>		
ROOM NO.	BUILDING	
REMARKS		
<i>Originals have gone to Mr. Gates Lloyd.</i>		
<i>MB</i>		
FROM: <i>C/JOTP</i>		
ROOM NO.	BUILDING	
FORM NO. 241 REPLACES FORM 36-8 1 FEB 55 WHICH MAY BE USED.		

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